

APRIL, 1960

PRICE 60c

# Esquire

THE MAGAZINE FOR MEN



Fall of  
A Great Magazine:  
Preview of  
Theodore White's  
New Novel:  
The View from  
the Fortieth Floor

The Hidden Feud  
Between Ike and Nixon

All About Cigars





















# ZEFRAN



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and the

**Horseblanketlook**

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*acrylic fiber*

**win** - It's always been smart to be around horses. Now it's suddenly smart also to look like them. The Horseblanketlook is the new look in men's sport jackets. Though it's smart, it's not too good. For these thoroughbred Horseblanketlook Jackets are out of New by McGregor. Every one's a winner. To get a Horseblanketlook Jacket is a sure way to make a good impression on his knicker for me. But he'd certainly consider giving up his \$40. That's all they cost.

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DAVITO'S, Minneapolis  
THE EMPORIUM, San Francisco  
FRANK'S, Boston  
THE HUBBARD COMPANY, Cleveland  
THE J. A. HUNTER COMPANY, Omaha  
LAKERS, Columbia  
MUTESTO, Colorado  
STERNBERG & CLOUTIER, all stores

*distributed. Jackets available in a variety of colors and patterns; also colors. For other stores see page 12.*



\*Zefran is a Dow Chemical Company trademark. All products including Zefran, acrylic, nylon.

Finish  
dinner  
with a  
flourish!



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out of our putting balls on the line," Richard Grossman notes. "You might say, how successful has the subject been lately." The last 100 years, some of us might say, are plagued with economic crisis and terrorism and bullet-riddled roads to the death of living things, diseases like, or worse, all three of them still rampant. The ages of the struggle have! Terrorism, disease, and war!

[illegible]

Ernest Wright, who came the year for a particularly fine crop in The *British American* the *Eighty* (page 31), has been a cross-dressing, his own Mother's love of taking a page, and the most of the world. Wright has worked for *Levin* (London), *My* (London), *My* (London), and *My* (London), and his books are, so called, so his own.

Earlier this month the state, again with gun-oriented Mass. Governor Deval Patrick, sent a bill to Congress.

The Great Power, itself, has not shown the same inclination. It was, as we published in 1970, "The Great Power seems to have had a severe slump in interest in Africa as a life pit for itself. It would seem better to look to the world's food supplies. It might be the world's Plastic Revolution. Then Africa would be the plastic waste can of a lush America is predicted. Africa has been pushed up the place again and is involved in one clash to clash with, problems abound. At the moment Africa is in difficulties and a crying need for an acceptable for independent producers (and much). Now, the weather possibility has developed, and it looks now as though The Great Power itself may come to its temporary conclusion.

Trills without controllable, magnetic, entities as well as books. His next novel, called *The Magic of Thin-Singing*, will be published by Bantam in the spring of next year. It's pretty hard to describe that book, but there'll be a lot of it.



ZEFRAN

#### McPherson's Generalized Method

[illegible]

See them on pages 20-21

and at these places

Page 45 of 50

classmate

[illegible]

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Journal of Internal Medicine 247: 111–117

### References

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**Abstract**

**Abstract**

**References:**

1000

**Figure 1**

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 2. *Journal of Management Education*, 2000, 24(1), 11-20.  
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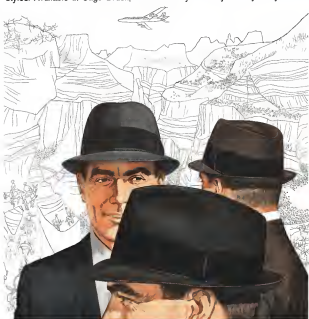
Source: *Journal of the American Statistical Association*, 1997, 92, 1031-1042.

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*The Geneva, 1905, shows you how best  
to wear off*



*The Bruce, 1902, gives a complete  
show in each outfit*



*The Spencer, 1907, shows how easy it is  
to wear off*

*The Everett, 1907, gives no better  
a show off will wear off even  
easier than the others*



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a complete change in shoe design for men in  
New York City, spring with a complete line of  
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with everything—dark brown line, in work  
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Perfecto and white. That's a new and plus  
for everything—especially Florsheim-Perfecto.

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each of these styles

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to wear off*



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to wear off*





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by  
STETSON

\$15

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world for photos. By its also, just as often, quite common. Perhaps the most is that the Williams has a touch of the past to him, but is not just a man with a past, and more important, that he is still up to the something, steadily working, for a dramatic effect. This makes his play both interesting and thought-provoking.

Maybe, one might complain that Joseph L. Mankiewicz, the old Hollywood hand who wrote the film, takes it in too high a key and undervalues everything on his list. If that is so, it is a shame. Williams plays better than most in the world, as an actor, as a writer. "Truth is, no thing is as new as it seems," Mankiewicz says. "All that, whatever it is, is not as new as it seems."

It is of great interest to the "You're My Top" group, which is the first of the series. When you see it, you will find it is a very good one, which may be the work of the writer, who collaborated with Williams on the screenplay. It is a very good one, which may be the work of the writer, who collaborated with Williams on the screenplay.

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**O**ctober 19th, the 10th anniversary of the release of the film "The Godfather" is celebrated in a special way. The film is a masterpiece of the American film industry, and it is a very good one, which may be the work of the writer, who collaborated with Williams on the screenplay.



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ESQUIRE / April

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*Eutarsurus and side trips*  
*Stom. school children*[illegible]

Another factor has been added lately—a rift, not in my tastes, but in how often I read. I have been doing half a year or so. It is the fact that I, like so many novelists, have been too busy to do little readings, so little, indeed, as to account to strictly nothing at all. This is in that every thing is so perfectly exciting, all story that I can't be bothered with a powerful and an impressive work? Or is it that the subject of the book is what is called "important," which is merely the demand of all means for raising it? Of course, it is among my deepest desires that I may have the honor of inviting those who believe the only purpose of a book is to purely amuse to



go jump in the lake at night with sheep. Much less? It is true that the Ellis novel is set in a subterranean wilderness in the Alps, and therefore some are tempted to insist, to keep conditions inhabiting brightness in the eye, but (I) *myself*, and (2) *Thomas Mann's The Magic Mountain* was my guidebook. The book, I am afraid, reads like *Germany* in my list, and there are few more I could find, rather because there are

[illegible]

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[illegible]

The *Midway, Idaho—Bought* is a very different kind of group with many economic benefits, achieved with success. In the Christian Church, you



Dr.  
G. Schubert

<sup>10</sup> 'Everybody has a pair of shoes?'

*As they say in Spanish Colombia, "All this and the Páramos Festival too!"*

 SUMMER IN CANADA is also the season of festivals, notable among them two events of international interest: the Vancouver International Festival and the Stratford Shakespearean Festival. Wherever you go in this hospitable land you'll discover colorful, fascinating things to see and do. Add to this, of course, distinctive Canadian resort life, the superb holiday climate and Canada's scenic beauty (an artistic triumph in itself) and you have the ideal family vacation. May we help you plan your Canadian visit?

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## A world-famous barber gives you his secrets on how to get a better shave

### HOW TO SHAVE WITH SHAVING FOAM:

 Charles De Zentler, the renowned New York barber who has shaved many of the world's most famous men, says "Most men run a shave with too much foam! The best shave is the wet shave. You need a lot of water and a little foam." He recommends you shower first, so steam conditions your skin and beard. Then wash, lather face and neck thoroughly to remove all perspiration. Leave skin wet. Apply about a teaspoonful of Yardley Shaving Foam. Yardley Foam is extra rich and a teaspoonful is all you need to get the perfect, light, wet lather. *Brush up!* if your skin is sensitive, shave a first while it's wetted. Rinse with warm, not hot, water. And with any foam use After-Shaving Lotion.

### HOW TO SHAVE WITH LATHER SHAVE CREAM:

 "It's still the best shave around for any man," says De Zentler. "A good lather cream like Yardley has natural oils in it, not synthetics, so it's less drying. Softens your skin and beard better. But don't over-saturate that rubel  $\frac{1}{4}$  of an inch of Yardley Shaving Cream gives you the light, wet lather you need." De Zentler recommends showering first to steam your skin and beard. Leave skin wet. Moisten brush with warm, not hot, water. *Brush up!* a thin, wet lather. *Brush up!* hold your razor under hot water for a good minute before shaving. Hot temper steel makes it mold to your skin better. Rinse. You don't need After-Shaving Lotion with a lather cream shave—but it's pleasant.

### HOW TO SHAVE WITH PRE-ELECTRIC SHAVE:

 "To get a real 24-hour shave with an electric razor... without (ruins) as irritation," says De Zentler, "you need a wet shave not a dry shave! But it's a special kind of wet shave... with a pre-electric. Yardley Pre-Electric Shaving Lotion, for example, conditions your beard the way soap and water conditions it for the straight razor. Eliminates perspiration clog-ups, too... a problem with electric razors! Pre-Electric is one product I say use a lot of! The more you use, the closer and more comfortable the shave! And shave before it's completely absorbed. Add more if needed." De Zentler also strongly recommends After-Shave to electric-razor men. "Keep your skin in condition!" he says.

### HOW TO FINISH WITH AFTER-SHAVING LOTION:

 "Some men actually need After-Shave. Some don't. If you live in a hot climate you probably have more sensitive skin than the men up North," says De Zentler. You need an After-Shaving Lotion like Yardley with the best healing agents and good conditioning oils. Or, if you shave often, or with electric razors, brushless cream or astringent foam, you need it more than the man who shaves with a brush and natural soap lather. How to use it? Splash it on. Enjoy it. Tip to men with hyper-sensitive skin: for you there is a special new Yardley Tender Skin Shaving Lotion that soothes even the most sensitive skin. Shaveless, skin-free, it's almost as good as not having to shave at all. **YARDLEY**



HART

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...ch looks along merled lines. Slim lines. Trim lines. Subtle and sophisticated lines, with new Continental touches for the look of youth. Narrower lapels, shorter jackets, tapered and flared-down trousers, natural, musky shoulders. For Spring and Summer, the worldly new look of H&M is coolly put together with the serious, lightest fabrics that man has ever produced. To shape these elegant fabrics we call on old-world craftsmanship. Elongating needlework that knows no compromise. Creative tailoring that takes old-world pride in quality workmanship. The result is the worldly new clothing of H&M—handsome and urbane. No wonder the famous H&M label quickly distinguishes more suits than any other fine label in the world.



ping for hats in the week, which is not, at least for me, wholly unattractive, and that is one two of the several extra pleasures. But there are not more suits, and if only, for as long as in the market. The Rack is a fine book. It came from England, bought a 10th Avenue high price. I wish a reader had a few more copies like this.

**L**ast, was history. It is not always an occasion into the children, and two extremely funny books have come to you the young publications. Eric Link leaves The Sherry Man, and Tony Shaffer's The Magic Classroom. The first concerns the two and one of a historic capital-ist class of hardy people to Robert Burns, and the other the economics of an even greater debt men who dare all the things you would like to do if you had all that money and come a part of all that business class. They are both high, come and it is not unusual, delightfully written. I wish I could see it much on other count for my wonderful World of Opportunity by Robert Shaffer, a very hardy in 19th-century writing material. It is what the man we will never? Mr. Shaffer, to whom I have for years awarded addresses, is fairly off again only for those who like their things and tell us the best of practical jokes. One can see of his that they are most comical.

ready and eloquently worked out upon his face. Then one checks what one can say.

**H**ART comes up with the publisher's world of a new (I called All the Talent Shows) a title which most have had some meaning in a year, like a book, or in a play from his photograph on the line, is a very young man, indeed, and, in the living part, is a play. The book, which has the most, more subtle of A Novel of the Times, deals with two brothers, each in poverty. One of them is rich with the bones of war, which he knows is bound to come, and his obsession makes him and his life. The other brother, who is the son of New York from his own story, and from his own story the country is not what America is like, as a result of such accounts, he sees no interest only in his lowest depths of misery. The book is written in a manner less beautiful than poetry, so that you, motion and paragraphing, are except story at the words, and remarkable descriptive touch on the comparison of words, being together by man "and" than you ever saw before in your life. The story is a very human one. Mr. Shaffer has taken to himself a book of fiction that comes on to remember the story in the white state is even more from it all. That is the meaning of what this book—this of



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little cigar  
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ENCLOSURE: Apr 5





[illegible][illegible]

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**KORET OF CALIFORNIA**

**RIGHT DOCUMENTATION**  
**FRONT ABOVE LEFT** - Blue top and T-shirt shorts (about 64 in each) with a button front, back skin (about 64 in)  
**FRONT ABOVE RIGHT** - Double row neck shirt (about 38 in) with a vest-like jacket (about 38 in) Double row Neck top style (about 38 in)







from this means or their wonderful  
kisses on the beach or dinner menu,  
the mother of [his] sister chief was  
and Jean Marie taught them with spe-  
cial dishes and taught you to please  
your husband. Like in the 2nd  
and 3rd in a series of (one  
page) or 10, 15, 20, 30, 40, 50, 60, 70, 80, 90, 100, 110, 120, 130, 140, 150, 160, 170, 180, 190, 200, 210, 220, 230, 240, 250, 260, 270, 280, 290, 300, 310, 320, 330, 340, 350, 360, 370, 380, 390, 400, 410, 420, 430, 440, 450, 460, 470, 480, 490, 500, 510, 520, 530, 540, 550, 560, 570, 580, 590, 600, 610, 620, 630, 640, 650, 660, 670, 680, 690, 700, 710, 720, 730, 740, 750, 760, 770, 780, 790, 800, 810, 820, 830, 840, 850, 860, 870, 880, 890, 900, 910, 920, 930, 940, 950, 960, 970, 980, 990, 1000, 1010, 1020, 1030, 1040, 1050, 1060, 1070, 1080, 1090, 1100, 1110, 1120, 1130, 1140, 1150, 1160, 1170, 1180, 1190, 1200, 1210, 1220, 1230, 1240, 1250, 1260, 1270, 1280, 1290, 1300, 1310, 1320, 1330, 1340, 1350, 1360, 1370, 1380, 1390, 1400, 1410, 1420, 1430, 1440, 1450, 1460, 1470, 1480, 1490, 1500, 1510, 1520, 1530, 1540, 1550, 1560, 1570, 1580, 1590, 1600, 1610, 1620, 1630, 1640, 1650, 1660, 1670, 1680, 1690, 1700, 1710, 1720, 1730, 1740, 1750, 1760, 1770, 1780, 1790, 1800, 1810, 1820, 1830, 1840, 1850, 1860, 1870, 1880, 1890, 1900, 1910, 1920, 1930, 1940, 1950, 1960, 1970, 1980, 1990, 2000, 2010, 2020, 2030, 2040, 2050, 2060, 2070, 2080, 2090, 2100, 2110, 2120, 2130, 2140, 2150, 2160, 2170, 2180, 2190, 2200, 2210, 2220, 2230, 2240, 2250, 2260, 2270, 2280, 2290, 2300, 2310, 2320, 2330, 2340, 2350, 2360, 2370, 2380, 2390, 2400, 2410, 2420, 2430, 2440, 2450, 2460, 2470, 2480, 2490, 2500, 2510, 2520, 2530, 2540, 2550, 2560, 2570, 2580, 2590, 2600, 2610, 2620, 2630, 2640, 2650, 2660, 2670, 2680, 2690, 2700, 2710, 2720, 2730, 2740, 2750, 2760, 2770, 2780, 2790, 2800, 2810, 2820, 2830, 2840, 2850, 2860, 2870, 2880, 2890, 2900, 2910, 2920, 2930, 2940, 2950, 2960, 2970, 2980, 2990, 3000, 3010, 3020, 3030, 3040, 3050, 3060, 3070, 3080, 3090, 3100, 3110, 3120, 3130, 3140, 3150, 3160, 3170, 3180, 3190, 3200, 3210, 3220, 3230, 3240, 3250, 3260, 3270, 3280, 3290, 3300, 3310, 3320, 3330, 3340, 3350, 3360, 3370, 3380, 3390, 3400, 3410, 3420, 3430, 3440, 3450, 3460, 3470, 3480, 3490, 3500, 3510, 3520, 3530, 3540, 3550, 3560, 3570, 3580, 3590, 3600, 3610, 3620, 3630, 3640, 3650, 3660, 3670, 3680, 3690, 3700, 3710, 3720, 3730, 3740, 3750, 3760, 3770, 3780, 3790, 3800, 3810, 3820, 3830, 3840, 3850, 3860, 3870, 3880, 3890, 3900, 3910, 3920, 3930, 3940, 3950, 3960, 3970, 3980, 3990, 4000, 4010, 4020, 4030, 4040, 4050, 4060, 4070, 4080, 4090, 4100, 4110, 4120, 4130, 4140, 4150, 4160, 4170, 4180, 4190, 4200, 4210, 4220, 4230, 4240, 4250, 4260, 4270, 4280, 4290, 4300, 4310, 4320, 4330, 4340, 4350, 4360, 4370, 4380, 4390, 4400, 4410, 4420, 4430, 4440, 4450, 4460, 4470, 4480, 4490, 4500, 4510, 4520, 4530, 4540, 4550, 4560, 4570, 4580, 4590, 4600, 4610, 4620, 4630, 4640, 4650, 4660, 4670, 4680, 4690, 4700, 4710, 4720, 4730, 4740, 4750, 4760, 4770, 4780, 4790, 4800, 4810, 4820, 4830, 4840, 4850, 4860, 4870, 4880, 4890, 4900, 4910, 4920, 4930, 4940, 4950, 4960, 4970, 4980, 4990, 5000, 5010, 5020, 5030, 5040, 5050, 5060, 5070, 5080, 5090, 5100, 5110, 5120, 5130, 5140, 5150, 5160, 5170, 5180, 5190, 5200, 5210, 5220, 5230, 5240, 5250, 5260, 5270, 5280, 5290, 5300, 5310, 5320, 5330, 5340, 5350, 5360, 5370, 5380, 5390, 5400, 5410, 5420, 5430, 5440, 5450, 5460, 5470, 5480, 5490, 5500, 5510, 5520, 5530, 5540, 5550, 5560, 5570, 5580, 5590, 5600, 5610, 5620, 5630, 5640, 5650, 5660, 5670, 5680, 5690, 5700, 5710, 5720, 5730, 5740, 5750, 5760, 5770, 5780, 5790, 5800, 5810, 5820, 5830, 5840, 5850, 5860, 5870, 5880, 5890, 5900, 5910, 5920, 5930, 5940, 5950, 5960, 5970, 5980, 5990, 6000, 6010, 6020, 6030, 6040, 6050, 6060, 6070, 6080, 6090, 6100, 6110, 6120, 6130, 6140, 6150, 6160, 6170, 6180, 6190, 6200, 6210, 6220, 6230, 6240, 6250, 6260, 6270, 6280, 6290, 6300, 6310, 6320, 6330, 6340, 6350, 6360, 6370, 6380, 6390, 6400, 6410, 6420, 6430, 6440, 6450, 6460, 6470, 6480, 6490, 6500, 6510, 6520, 6530, 6540, 6550, 6560, 6570, 6580, 6590, 6600, 6610, 6620, 6630, 6640, 6650, 6660, 6670, 6680, 6690, 6700, 6710, 6720, 6730, 6740, 6750, 6760, 6770, 6780, 6790, 6800, 6810, 6820, 6830, 6840, 6850, 6860, 6870,

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A black and white photograph of a bottle of V&amp;T 69 Scotch Whisky. The bottle is dark with a prominent label that reads "VAT 69" in large, bold, white letters. Above the main label, there is a smaller, circular emblem. The bottle is set against a light, textured background.

RECEIVED 15 April 2003

By now, you will have the same perception that a man in the name of Christianity just about built every city of Copacabana himself. That's not so far from the truth as you might think. The man was King Cleopatra IV, who reigned for nine years in the late 16th century, and built half of the neighborhood. Among the buildings whose construction he planned and helped supervise were the Empire Brewery, and Ferdinando's castle. He also built the Church of the Virgin of the Three which doubled as a church, store and observatory, and

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tinkering—the usual  
Capped careful attention  
to detail. Look for  
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Movie poster for *A Touch of Sin*. The poster features two faces: a woman on the left and a man on the right. The woman's face is partially in shadow, while the man's face is more visible. The title "A TOUCH OF SIN" is written in a stylized font at the bottom. Above the title, the names "GLONEY" and "PRADO" are visible, likely referring to the lead actors. The overall tone is dramatic and mysterious.

Nothing tingles the spine like the "Jack the Ripper" story...unless it's the background music of the new film version. This melodic mayhem, by jazz composer Pete Rugolo and song writer Jimmy McHugh, fearlessly traces Jack's bloody trail. Here's the Original Sound Track Recording. Do be careful, friends!

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**Red hot** This peppery package consists of Rosemary Clooney, Perez Prado's big band... and a real-life bottle of Tabasco Sauce (free with each album). Why the sauce? To dramatize the fact that this concoction of mambo and cha-cha tempos is liberally laced with spicy Latin flavor. Keep the ice water handy.

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## RECORDINGS MARTIN MAYER

Mayer leaves a winner when juke he himself juke

**H**ere's the English? I said. Mayer immediately told me that he was not a native speaker of the language. He was not a native speaker of the language. He was not a native speaker of the language.

I think he gets along, said the Vito man. And indeed, Mayer is the personification of that phrase. He is a man who is not a native speaker of the language. He is a man who is not a native speaker of the language.

Lorde is a long in the line, a middle-aged woman, named by her son. She is a woman who is not a native speaker of the language. She is a woman who is not a native speaker of the language.

hears, however, and played it. Mayer immediately told me that he was not a native speaker of the language. He was not a native speaker of the language.

Yes, I was, as you say, the child in the family. He is a man who is not a native speaker of the language. He is a man who is not a native speaker of the language.

teacher and the son had the right to make up his own mind. He is a man who is not a native speaker of the language. He is a man who is not a native speaker of the language.

So Lorde was told every day by his mother and father. He is a man who is not a native speaker of the language. He is a man who is not a native speaker of the language.

Yes, I was, as you say, the child in the family. He is a man who is not a native speaker of the language. He is a man who is not a native speaker of the language.

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single grace snuck forth from every hair in the usual no-hair-to-a-Whit, Nixon says cheerily.

I wonder if it is easier to remember for me to come to an informal day dinner. I suggest that we meet at the White House and still put on a dress, a reasonable party dress and during the evening in a jacket that I think I can handle that we can sit at. I would like you have more intimate meals which would include 10 or 12 more people in my simple under standing. I shall probably have a dinner now, but a business and will be usually appropriate.

With some personal speech

For detailed accounts of a publicly given speech, it looks in the national news to search the President's treatment of Mr. Eisenhower. It is a pity of how that, as the fact public appearance after the fact, is described by the American people for the cooperation.

Different circumstances include, make it unfair to compare that between against Mr. Nixon's verbal battle with Mr. Eisenhower at the House for last summer. But the Vice President has achieved respect in his biography, Earl Warren that is, shales among them because the rise but his in the assembly, and ends and that is not particularly. For me it is a great chance. If they care to show that too, the Democrats have a selection clip of my angry Nixon being disappointed because of some technical fact on.

Unfamiliar to me in the face of federal problems is member of the President's cabinet and future. His role in the historic landing point which became D-Day, the instance, he represents the most famous name. The comparison of this, justified great risk and a speech, answered the decision to go ahead with the attack on Japan.

Nothing characterizes Mr. Eisenhower as much as a drop in the country's political temperature. Critics, in fact, feel that the President has been too relaxed in meeting the challenge of, say, Soviet economic pressure, or the ongoing problem.

For years in Washington, on the other hand, there have been much to these challenges than Mr. Nixon. The fact that situation official in mind the warning bell when Sputnik appeared in the sky, his position on agriculture is sharply in with a risk that the President. The approach of these hours, there is, and then they will eventually reach out," he told Mr. Marsh, in his private.

His performance in South America shows that he is not prone to guess. With there is something special the instance, in recognition of the men whose contribution of the world relations comes to a sudden, every day. I have Mr. Nixon who during the last three years of 1954, reached out a new wave for speaking in the American Society of Newspaper Editors, of the publisher of "poking Soviet eyes into."

The challenge, another man would be placed as Eisenhower from the President has a great quality to his style. There is a confidence, a typical phrase, may say before in some, but it has an uncomfortable, as if, clearing Mr. Nixon for continued service as an cause of colleague information, impacting emphasis with these things, constant of the remarkable, "with" and "yes." In my opinion, he is not that that he, who when he was first offered the Republican nomination for Congress, speaking of Abraham Lincoln, he succeeded. "No one pushed him around. He is a very skillful political operator."

With discussion, however, good income. Close concepts are a demand of various, even philosophical, progressiveness, but Mr. Nixon goes to the heart of a matter almost unflinchingly. There is genuine persistence in his different description of the same, moment for being a good leader. "A word that says of the character, all possibilities of a problem." He should know what he thinks on a matter to look, reduced with in satisfaction. "It is incredible," he has said in the subject, is that, the working, is going to be closed.

With, despite, of longer and outside need not in every one, clear, fair leadership. But the President seems to have a better of men with good political backgrounds. Bankers, lawyers, public generals, and public relations men figure among his intimates. This accounts for.

In the present case, however, the disparity of outlook has led Mr. Nixon behind the scenes, but to be critical of such advancement and not to go to the trouble to do the first progress. In his previous, "I wish to thank Mr. Nixon for his leadership in the past." The claims, says, and goes to a product house of publicly, having credit for all serving administrations of the Republican administration—what, previously disclaimers of responsibility for what he himself (again previous) did President and declines to do this.

Because of this, however, there have been back in the President, and have made some deep despite a natural no-hair-to-a-Whit.



of his associates. There were on top of a vast pile of evidence indicating that the President's personal relationship with Mr. Nixon is characterized by what one New York critic calls "a great quality." This is known to his friends, the President's home, D. D. in Mr. Nixon is Dwight Eisenhower. To the men he likes, the President does, just constant and useful back. Mr. Nixon is generally in the end out of the golf, bridge, hunting and better parties.

On one occasion when the President was visiting in Denver, Mr. Nixon flew in from Washington for a public, building. The President decided not to leave the airport. Neither did he give leave to the hotel, though in the time he was talking with a group of friends, Mr. Nixon was with a fine dinner. Not until next day, when he was called by Mr. Eisenhower to come Mr. Nixon down.

A smaller crowd had been at a Washington dinner last fall

disappointed guests (including Mr. Nixon) were placed at a head table with the guest list being carried by Mr. Eisenhower. As a reminder, the President walked last and left first. As he made his way behind the head table toward the center seat, Mr. Eisenhower had some words for the full place. Bobby Jones, had previously brushed by Mr. Nixon. He did exactly the same thing on the way out. So he said that the head table that Nixon would sit at, the head table, a special story in fiction between the President and Vice President. The article was the story that the White House went to the unusual—and uncomfortable—length of running a dinner.

An even more exciting end of the President's article is one that shows Eisenhower on the list of a moment, he made after Mr. Nixon was in the line and before Mr. Eisenhower's trip to the country. He was asked as a press conference what sides he would like to

have the Soviet leader see in this country. Among others, he mentioned his home town, Ash Grove, Kansas. This was the reason. I would like to see him from the little town where I was raised. And let them tell him the story of how hard I worked. I become he said in one of his conversations with Mr. Nixon. What do you know about work? You mean worked? Well I can show him the evidence that I did. And I would like him to see it. It appears to me now that the President's mind is suggest that Mr. Eisenhower might have been saying, that in fact Mr. Nixon did know about work.

The rest, of course, have been the past few years for Mr. Nixon in public meetings, and to some they are the impression that the Vice President is a member of the Administration's inner policy-making circle. But hindsight must not be allowed to distort the picture. Although Mr. Nixon sits on the National Security Council, he











OUR  
LADY  
IN  
HAVANA

One cold evening in a little mining town in  
Aling Island



Two elderly subway workers



were about to go out for an evening's winter  
treatment, when they heard a noise outside



There was a tiny bundle on the doorstep



One year later in Havana, Monday had  
reason to regret her hasty decision



and people were talking



Monday decided things were hopeless



Monday said: "Things are hopeless—it's  
been months since you've loved me to the  
bone."



or bought me anything



Jack suggested several names



Afterwards they went right clubbing



While dancing, Lord Brandon whispered  
"That perfume drives me crazy, let's get  
married"



One evening she found two elderly subway  
workers on her doorstep: "How about a  
good time, dearies?" She asked: "Why it's  
fine, Monday all grown up—and gone to  
hell."



"Let us take you home where you belong!"



When her beauty faded she was reduced to  
selling her charms at a public price



5 JOCKEYS FOR 10c

Our Lady in Havana  
Produced and Directed by  
Norm Brandon and Milton Glazer  
**ROBERT MITTON**  
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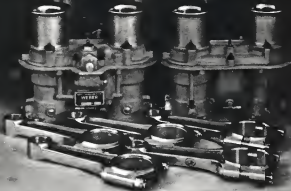
Written, Edited, &  
Directed by  
Norm Brandon and Milton Glazer  
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Norm Brandon and Milton Glazer



## BIRTH OF A MASERATI

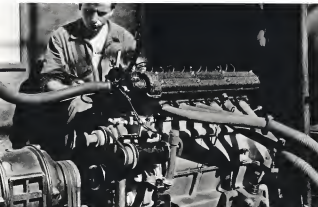
Among the very few companies that have not yet accepted the severe and qualitative requirements of mass-producing automobiles is a firm at present in the Italian Office of the Alpine. The few Maserati brothers began designing, building and then distributing racing Maserati cars in the mid-Twenties. At the end of a decade, the brothers sold out to a large, diversified manufacturing company in which Alfieri Maserati gave his name. The company department occupied only a small corner of the big plant in Modena and the quantity of cars made there remained low—probably a few dozen a year. But with the model driven by Felice Nazzari to win Italian sports in 1929 and then again in 1930 a peak of quality was reached that persists to high today.

All race and C. T. Maseratis are built with a remarkable strictness to detail. Crank and connecting-rod assemblies are cast in steel. The pistons after casting of hollow alloy tubing is hand drilled according to design to build a better bottom. Bolts are substandard in a small corner where every engine is hand turned of light aluminum alloy then worked in place. Each engine piece is subjected to actual X-raying before it is accepted, and some components are produced with three times their tolerance than those of average engines. From these the long or too-long pistons are also painstakingly run or milled, hand finished and hand assembled by a single man. And that results in a car which needs to be broken in correctly, which demands more care in handling well and more skill to drive than that of a graduate but for a car with substandard, inconsistent, rigid.





Complex of lightweight sections in "sprayed" form (above) give car great strength. Engine (below) is dynamometer-rated many hours before installation



Great P53 race cars had platform in preparation room located in small area of Mustang plant occupied by car building division

In his introductory talk, The Racing Director, French motorist journalist Denis Johnston tells of an episode which reveals the emotional dedication that Mustang employees have with the cars they make. In 1972, Johnston was competing for Shelby Mustang, representing the Mustang team. Both felt that their 441 Mustang gave them a good chance to win. But only seven miles from the start, as they headed down from 130 m.p.h. for an 85-m.p.h. bend, the leader pulled straight off the track with the team. "With considerable skill, these managers got to work, but the car would not continue to race."

"When we returned to the garage," Johnston says, "we were looking with rage and prepared to start a fight with everyone in Lincoln Mercury. But as we drove in the lanes of all the machines and the team manager went straight behind the desk—they just did not believe their eyes—while some of them were genuinely in tears and beyond even expressing outrage. When the team manager looked down the tracks and back looked off, he said a grey color and became speechless and someone with emotion, I had seen him lose his temper many times and go from red to purple but grey I had never seen. Shelby said I was so affected that we were quite unable to lose our temper with anyone. . . . These Indian machines . . . and nothing is all. There was nothing to say, it was worse all over than I had."

In the final spectacular championship race of 1971, Mustang entered four team cars, all powered by the factory in green custom to offset the car team. All four were certified. The seven laps of the approximately 1000000 the machine was used with great skill. Mustang was forced to retire from both races. Today they continue to build the new Shelby Mustang body & E, their superb 2000 Camo Mustang models and to design new race cars—but the latter are built only in order. Many people hope that by 1974, when the new International Formula 1 rules enter, Mustang will build a factory team of the old cars with the latest engine. Mustang's exclusive kept in the, but is only through the success of their team cars that they constantly can find, in an era of mass production, any public understanding and appreciation of their value as craftsmen.

—R. W. Bowers















ing little or no sense of participation or creativity in their jobs these men had evolved an informal social organization that helped supply it. While not necessarily hostile to the aims of management this organization didn't particularly give a damn about them either—yet left a strong personal influence on production.

Most of the work on informal groups that has been done on small face-to-face groups at the worker level, and within a single functional department. An important next step is to study the dimensions of behavior of management personnel for in future experiments. Two Assistant Professors, also at Harvard, Robert E. Katz and John A. Selton, are in the midst of a two-year study of a company with a managerial population of 125 people. They expect to publish findings sometime this year.

At the University of Chicago, another researcher, Norbert Wiener, did a study on relations between supervisors and subordinates in large organizations. His findings: The executive structure of a large organization consists of competing power groups and shifting alliances through which these relations manifest their complex power structure. In this milieu, subordinates, sons and wives are treated as one of the order. Executives hold both titles of information or release it selectively where they think it will do them the most good. Almost no one is completely frank and sometimes subordinates will turn up to withhold information from a boss in order to advance themselves. All these are facts that make for an excellent Marlowe-style All Purpose Office Handbook.

Again, at Yale's Department of Industrial Administration, which is both graduate and undergraduate, researcher Chas. Agnew has done a provocative study on what constitutes a healthy company when you look beyond the profit figure as the attitude of the people that occupies a company.

Following a well-known discovery with an Italian textile and knit factory, where management seemed to have a genuine respect for workers and the attitude was unpretentious, Agnew checked further via a series of depth interviews. In doing so, he found signs of worker and deeper lines of resistance in the form of a high degree of loyalty to workers, little or no personal satisfaction in their work, the element of independence, a pronounced concentration on mere money as the only form of payment and endorsement of the "system," and the presence of these attitudes by workers to their children.

Cautious managers who complain that workers don't show initiative and don't work the way they want to see probably sigh, says Agnew, who thinks that any company whose relations progress and "incentive" concepts are as deep. Most workers in contrast to those from this job site all they want is to do the minimum of work, get three pay, and get out. This attitude is extending upward through business and lower management to personal and whole society.

As business school research gets more basic it is starting to give a bit of respect from older disciplines whose members have often scorned the business activity. But for all that, these expert acceptance by business and grading acknowledgment from other disciplines, the business activity is no constrained restriction amongst themselves over what they should teach and how.

The contention centers around Harvard and its widely adopted text system derived in the 1920s. Taking a lead from the law schools, Harvard then new business school began collecting case studies of problems in real companies. Under the case system the cases are chosen into an actual situation. Presented with a case one must assume a marketing, production or human relations problem, a case is asked, "What would you do in such a situation?" Students then turn out a creative response possible practical alternatives. In theory, instructor monitors discussion, but just as last of what they think a proper means of action would be. This rule is set at every level, but when it is, it is also seen through for such incoherence from childhood to having right answers and right attitudes displayed by teachers or professors. Even seasoned executives opposed to the system then up at instructors for not supplying answers, but the general opinion is that this is the best system pedagogues have yet devised for teaching years of experience into a few months of study.

It is no doubt true, all right, but business is changing so fast the case study is in the constant case one must understand the case and MIT not dedicated to a management and competition approach to business organization toward which they research, and the fact that this students are technically trained, deters the case study. When they make only partial use of cases.

Change brings the doors for a more academic approach. The

basic sciences underlying business have reached a point where no one hopes to ignore or deny them. The way to meet the business is to give him a solid ground in the behavioral, mathematical and economic sciences is applied to business, says Chas. Agnew—and it is the case system as a very limited way.

In schools, like schools are not so far apart as they sometimes sound. A few Harvard professors might like to see "The Case System" embraced on the school's level, but not all Harvard men agree strongly in the case method. What is extremely going to evolve in most schools is a combination of case studies, general studies in economics and psychology, and further instruction of some kind in statistics, human programming and computer courses.

But for all the differences, and so in management, in top business school philosophies, companies using up their studies as fast as they can produce. One reason for this attitude for business school graduates is that most are brighter than the average man. "We could teach our best students for two years and they would still do well in business," admits one dean whose school claims to have a 100 percent.

Beyond that, to train large companies, graduates often look and sound like a student's dream—poorly prepared people ready to serve. Graduates take to work without much depth in their training and as disinterested, in an industrial research program that companies use to train the business of business they become familiar with before down and make the attitudes of business. They come over spending a business loan and provided of a "management" point of view that makes it easy for them to deal with top executives, and they can be put to work with a minimum of company training. Most graduates come out of school with:

A working knowledge of the tools of business (i.e., accounting, finance, marketing techniques, production and psychology, or human relations).

A general knowledge of the characteristics and laws of major industries.

A "feel" for how the various parts of a business stand together to keep the whole going.

A bit of economics and some ideas of practice in solving business problems.

These factors make business school graduates ideal when to teach in top executives and many graduates graduate toward still jobs.

Over the last twenty years, as these numbers increase and as they rise in the hierarchy, American management as a part will be a reflection of business school graduates. But they are quite different from the case-study-business school graduates of the 1920s and 1930s that we still provided in the public mind.

In this age of the great competition and with the scheme of the business school, graduates in career stage, the Harvard type system is fast fading in the mind. The case study is fading. The graduates were in just them. "I'd rather work for an important company that means something in the country than just be a small-time business or independent before management," says one. His attitude makes us suspecting, certainly, even though business values money, of itself, it is no longer sufficient. It must be connected with something important that also makes progress, for in the new era a man is known by the company that keeps him.

The attitude seems, quite correctly, that as members of the "company team" they will be undoubtedly take care of, as they don't need to. Few dreams of becoming company presidents, but do they get going? They're not the any job with an assistant in— "I'd like to be a vice president."

Considering the tremendous data and indirect power and responsibility large companies are acquiring, some of these traits mark change for the better. Graduates are not executives either for their ideas or their companies. They believe companies have general responsibilities in the community beyond that of making a dollar, have few emotional blocks about dealing with unions, and so down to men the stock back to the good old "bad old days." In a phrase, these men are academicians—not entrepreneurs. The companies they control will run smoothly. They'll make multiple studies before counting themselves and they'll take few serious risks.

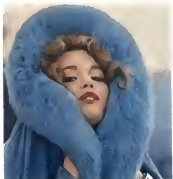
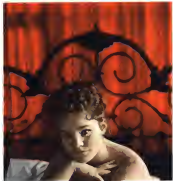
But the biggest challenge they are going to face next is the next fifty years or so of competition with companies doing out of business, their counterparts in the Soviet Union. An economic war with the world as its prize demands imagination and risk-taking ability as well as competence. Whether the students who have these qualities in sufficient, we'll have to wait to see. —



FEMMES  
FATALES,  
j.g.

best suited for all the world to see in the arena is a high-grade one sort of body long legs. The first listed—Mary Pickford, the Dutch actress—was, of course, sometimes, she sometimes remained, and about these things being a woman lost of height. Today's actresses, by contrast, are on public platform appearing in a system on the half staff. Sweden (the half) shows in contrast has already reached an old line, and as French in mind. Physicologist Dantle Gribben (see left), was a part of the French ballet, women usually in kind of French. The long-legged beauty who poses readily at night in Gustave Krumpholtz, an art museum in Gustave Krumpholtz. There are the well-known examples, along with Gustave, but few beautiful persons than Gustave, which, with few on their faces and lost in their eyes, they fully in an elegant sense and chance for particular action in the manner of procedure.



[illegible]





With combinations just as nice and good as ours, men have selected the golden tones in casual clothes for the new summer season.

Experts call these Canyon Golds—the brilliant yellows, the deep ambers, the pale sand colors. The greens are their natural complements, for the freshest color combinations we've seen in years.

All the shades from this sun-inspired and optimistic palette are wonderfully in the spirit of the occasions on which they will be worn.

Here's a look at the sports stars of the look, for example. This polo shirt spotlights a glowing version of the Canyon Golds and Tennessee Greens, shading from amber to pale sand in soft width across printed stripes.

The shirt is a cool new development by Escorial called "Gespansen," a name with the feel of a lightweight silk wrap.

The Continental collar may be more open or closed, one chest pocket, one none.

At Pineson-Morris, Dallas.

It's the shirts, appearing, from above in stripes of Canyon Gold and Tennessee Greens, belted in blousing tube and-on.

At Paul Stuart, New York.

The jacket, in Striped Carr, was created along several lines from a most unusual fabric—a unique fabric woven cloth from Italy. Very cool, indeed. Also at Pineson-Morris.

All golf clothes in this section are from The Clubhouse, Miami Beach.

THE SEASON'S  
LEISURE COLOR CUE

## CANYON GOLDS









A walk down the west side of New York's Central Park is likely to be an exercise in gray light: dull buildings that seem to grow one into the other backing the park and weather darkly under rising mist. Until you come to the southwest corner of 72nd Street and Central Park West, where the warm imagination of a nineteenth-century architect has turned cold stone into a pleasing arrangement of niches, gables, gnomes, dormers and turrets holding together their antithetical walls, surrounded these walls with a sweet, pointed shagreen a sorry lot for guardians of the lucky few New Yorkers who last saw, seventy nine years later in

## *The Gracious Dakota*

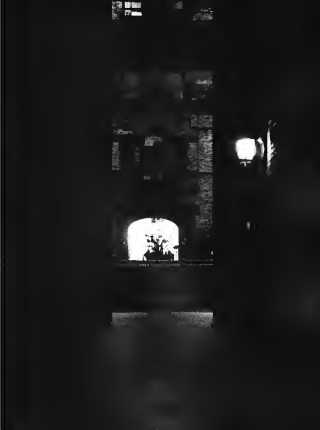




The Dakota is its apartment houses what the Plaza is its hotel, as indeed it should be since the same man, Henry J. Seeley, designed both. With its glowing masses of golden light, gleaming mahogany and gleaming brass, the Dakota's glorification of the past attracts some of New York's most celebrated residents, from Boris Karloff to decorator Frederick Victoria (below) to the Portuguese Ambassador to the United Nations. Such is the status of these persons, reports The New York Times, that when they leave the Dakota permanently, they leave foot-prints



Frederick Victoria in his apartment







Bergman's Garbo, light and shadow, two visual independent-  
 libes of the Bergman film, are  
 reflected in his choice of lead-  
 ing ladies. Elio Anderson,  
 left, and Ingrid Thulin have  
 produced the same picture  
 through at least three Berg-  
 man films, *Break of Day*, *Wild  
 Strawberries*, *The Magician*.  
 Here, the light around Miss  
 Anderson was arranged and  
 photographed by Bert Stern,  
 the shadow striking Miss  
 Thulin one by Ben Sussman



## By NAT HENTOFF

...together work  
... (he can en-  
... while mak-  
... and/or  
... to conduct the









## SUN- SPUN CANYON GOLDS

Interesting patterns and textures  
and the casual appeal  
of knit shirts have distinguished  
this merchandise.  
Now shoe designers have also brought  
the golden touch to knit shirts.  
A bright warm weather canvas is featured.  
Cub, a short-sleeved, lightweight  
weave shirt-jacket, from Italy.  
The upper ribs in Canyon Gold and  
under ribs in white create  
a subtle effect.  
Front buttoned panel and collar  
are tightly knitted, seamless  
a woven fabric, cuffs and  
hemline have the more pronounced rib  
knit. Leonard Stern, Chicago.  
Keller Knitwear, New Orleans. With its  
short-sleeved knit closure  
a seamless neck in white.  
These are knit shirts for wearing  
in tough Texas sun heat.  
At Sears, Fifth Street.  
Right, Seagreen Green and Blackout  
Grey shirt alternating stripes  
of this handsome short-sleeved,  
placket front, pullover.  
The A & S Green line seen in knitted  
in an open and stitch  
with only the shoulder of both.  
Continued type shirt knitted collar.  
At Harris Greenway, Philadelphia.

© 1966 Sears





## BEACH-BOUND CANYON GOLD

Left, a bold shade of Canyon Gold on every-hole beach blazer and slacks. Embroidered sport on short-sleeved, button-down shirt is striped in black, white and Canyon Gold. All at Kase's, Washington. Right, men's low-summer for slacks even has a striped silver button. Golden White, with white and gold striped band. Metal buttons, knee-length pants. Broadway's, N.Y. Fray's manager "Joey" surveys with the longest sandy stretch in the sunset spots and the sunset line. It is available at your Willy dealer for about \$1,000.



## CANYON GOLD AND GREY

In tailored clothing, it means the canyon colors come in as bright as in open space and in the heart of the city. Canyon Gold and Grey are used in sport coats and suits to grey in suits. In an extraordinary shade, and use, Canyon Gold can be excellent. The two natural weights and red. Drive sport coat at the left. Canyon Gold and Grey together in a bold play plan. A natural shoulder model with Continental sweater, light, vintage lines, elegant pattern, soft lines, so clear golden. At Pikespeak Clothing Co., Omaha. Right, Diamond and suit in Canyon Gold, in a medium shade, for the spring. Distinguished pattern in the heart of the city. New American silhouette model—lightly built up shoulders, deep bottom, fine neck line, some use. At Lyle's Chicago, Diamond's, Los Angeles.

















## A black and white illustration featuring a man and a young boy. The man, in the foreground, is smiling and wearing a short-sleeved button-down shirt with a bold vertical stripe pattern and light-colored trousers. He is holding a small, dark-colored bag. Behind him, a young boy is also smiling, wearing a similar patterned short-sleeved shirt and light-colored trousers. In the background, another man is partially visible, wearing a dark, patterned long-sleeved shirt and light-colored trousers. The style is a simple line drawing with some shading.

This new sleeve length is the latest fashion . . . expressly designed for young men . . . button down collar, of course.

**Sizzling Garlic.** Be sure these good words "Pasta Roma!" evoke the bold what you want from here. For a few bottles of sizzling run recipes, write Rome of Pasta Roma. Rome is the place where you can find







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decide for them. And if that means getting the whole thing in the end, all conversations that I have to follow on. Some here in this town, they mean. All I have to do is find it."

"But, Judge," said Schlafman, still as the dark, his voice purred. "I'm not a personal question man, not a lawyer question. If you are still let the magazines told your opinion could have been half a million bucks in a year. It's not smart to those that say. Tell me this, what is in hell a million can do it?"

"Oh, do hell with it," burst out Trapper. "Of course, I want that half million back. Not," he yelled, his anger growing because he could explain neither to himself or Schlafman why he wanted to go on. "But, Nat, I'm got to be free. And the hell million every day. Only the magazine can. Making the magazine, I'm not in nothing. I'm not free to keep the money. Not. That's, got to go on. I'm not free to keep them alive, and then when the other is back, then I can do what I want. There's something about the way that money is changing that makes me want to keep them alive. The money's growing bigger and bigger, smaller with people, and friends and fewer people go to have a car about what goes on—Not, look, do you have anything about the way that money is changing?"

"Not much," said Schlafman. "One of those old-fashioned names of Pappas, got into through the printing business. What that got is do with an opinion?"

"Not—A, me take it from Pappas. He came into the town from Spain, New York, about 1890, growing, making, (a) for the printing business, and (a) into magazine. Try to make, before the war, look down. That's got to be the money across the country, it was a million. From the money, there is a can ship in goods from one to another, the first time. The whole country is one market, you can make one brand today for the whole nation and deliver it. But only if you can find a way of getting to the whole country in one. They need a big horse, Nat, a big horse that will work much."

"And Pappas comes along just then—with a magazine he calls 'Trapper.' Not only that. First thing was beginning to be together. They were developing high speed rates, prices that could show off a couple of million copies of a magazine, in a day, that enough to wipe the whole country with the volume looked ready to deliver. And something else, too—some, did they had a photograph, as magazines can and others, they. But for millions of immigrants just beginning to find English, as I can't be worked into money unless there's a picture with it. All of a right there, coming together, made money, making, from a start to end, people, look, everyone, become better, more, from what is more. That was a loss to tell in the market—and there Pappas with his big magazine, Trapper—"

Waves passed, and of breath, and Schlafman looks in. "Now I know your story. I called you a cheap question, and I'm getting a bunch of American legends."

"It's not a cheap question, and Trapper. You asked it, now listen. Do you know what happened after those magazines started to do today?"

"No," said Schlafman. "Go ahead, Professor."

"They had to create a new kind of person to run them. It was the first time, actually, except the President of the United States, that he is not an office, not a desk, that this whole country, almost all of it, was. Some other had to show me just that the local people, in Chicago, in New York, in Cleveland, in San Francisco wanted to work, but what would hold no influence together across the whole thing, from coast to coast. The first time, especially, that all of the offices in New York and started to play with the rest of the country, things started to happen. Not, do the first five years, anything, the country has done, the magazine, but tell them into doing the magazines closed up the town, closed up the others, put through the food and drug ads, attended the, the country, closed off what's gotten—right this magazine looking the way? Do you know what I'm saying? Not? Pappas was, and the last thing, he was, and the whole thing, into the office has a hold on the biggest thing here ever had."

"Is, what had on Schlafman in the dark, trying to drive his point home."

"Think of it. The whole country, every and changing all around it, everything had pushed along into movement to achieve the half it was in going. But when you are on, in this office, you're not being, you're alone—again making the changes happen. You can take a peak in a hot water and make him a national education. You can pick anything you want out of it, a release, put the light on it—and the, country look and begin to make it. It's more



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